

## Principles to Drive Management Reform

On behalf of the American people, the Department of Energy has been asked to carry out the following missions:

- **Science and Discovery:** Invest in science to achieve transformational discoveries
- **Clean, Secure Energy:** Change the landscape of energy demand and supply
- **Economic Prosperity:** Create millions of green jobs and increase competitiveness
- **National Security:** Maintain nuclear deterrent and prevent proliferation
- **Lower GHG Emissions:** Position U.S. to lead on climate change policy, technology, and science

In order to accomplish these assignments, we must drive sustainable management reform within the Department. To make that possible, we will relentlessly practice and reinforce behaviors at all levels within the Department and its contractors that are aligned with the following principles:

### *We will focus on mission outcomes.*

- DOE's role is to set and assign program objectives and establish operational performance goals. The Department's contractors will be expected to determine the most effective means for their accomplishment.
- Performance appraisals will focus on delivery of mission outcomes, stewardship of entrusted assets, and achievement of operational standards.
- Progress against mission objectives will be rigorously peer reviewed.

### *We will hold our mission managers accountable for all aspects of performance.*

- Mission managers, at the federal and contractor levels, will bear full responsibility for achieving assigned objectives in a manner that is safe, secure, legally and ethically sound, and fiscally responsible.
- Primary responsibility for contractor performance evaluation will be vested in the Department's cognizant mission organization.
- Our contractors are accountable for providing *reasonable assurance* to DOE that their management controls meet all applicable requirements while accomplishing assigned missions.
- Our bias will be to respond to unfavorable events by a holding contractor accountable for performance, rather than by issuing new requirements broadly applicable.

### *We will hold our support managers accountable for enabling the mission.*

- Support managers and staff are essential to the achievement of mission outcomes, and are accountable for the quality, timeliness, and efficiency of their support to the mission organizations.
- Support organizations are expected to provide advice and support to the mission organizations and will not exercise independent authority with respect to performance expectations.

DOE Field and Site Office Managers will act on behalf of mission organizations for day to day decision making on operational and transactional matters. Only those matters

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raising significant policy issues or issues relevant to multiple field or site offices will require DOE Headquarters review.

### *We will accept appropriate performance and operational risk.*

- It is the role of the support offices to articulate options and choices on how to manage that risk, and the responsibility of line management to decide among and take responsibility for those options and choices.
- Risk avoidance/mitigation needs to be balanced with mission accomplishment. The approvals for different activities should be as close to the accomplishment of work as appropriate. Unless warranted based on the risk, approval should not require a field level, a program level and then a central headquarters level approval step.
- The Deputy Secretary serves as the arbiter when mission and support managers disagree on the appropriate balance between mission accomplishment and operational risks.

### *We will rely on national standards and rigorous peer review to the greatest extent possible.*

- Operational performance expectations will be driven by national consensus standards. Where national consensus standards are not available, we will rely on rigorous peer review. Only in rare cases will additional requirements be developed.
- Contractors are expected to employ best management practices.
- We will reduce or eliminate requirements for transactional oversight where not required by statute or the Federal Acquisition Regulations